

DD/A Registry  
File Training 5-2

14 July 1977

MEMORANDUM FOR THE RECORD

SUBJECT: Conference at Brookings Institution,  
15 July 1977

1. At the invitation of Mr. Peter Malof, Acting Director, Advanced Study Program, Brookings Institution, the following CIA representatives will meet with members of the Brookings staff on Friday, 15 July 1977, to discuss CIA's luncheon briefings for the Brookings Conference of Business Executives on Federal Government Operations. The meeting, a luncheon conference, will be held from 1200-1400 in Room 105 of the Brookings Institution at 1775 Massachusetts Avenue, N.W., Washington, D.C.

Mr. John F. Blake  
Deputy Director for Administration

Mr. Harry E. Fitzwater  
Director of Training

Mr. [REDACTED]  
Chief, Intelligence Institute  
Office of Training

Mrs. [REDACTED]  
Special Programs Officer  
Office of Training

2. The purpose of the meeting is to evaluate the programs in terms both of CIA's goals of public relations and Brookings' goals of informing business executives about public policy issues and the operations of the federal government.

3. On the Brookings side the participants will be:

Dr. Walter Held  
recently retired Director of the  
Advanced Study Program

Mr. Peter Malof  
Acting Director, Advanced Study Program

Mr. Richard B. Simons  
Senior Staff Member and Conference Director

Mr. Bradley H. Patterson, Jr.  
Senior Staff Member and Conference Director

Mr. Warren I. Cikins  
Senior Staff Member and Conference Director

Mrs. Barbara Littell  
Staff Associate and Conference Director

Mrs. Sally Ehrle  
Senior Staff Member and Conference Director

Ms. Eleanor Clark  
Administrative Assistant  
(who deals with the Office of Training  
Security Officer)

4. Messrs. Malof, Simons, Patterson, Cikins and Mrs. Littell have all served as Conference Directors and therefore have participated in the luncheon briefings at CIA during 1976-77. Biographic summaries on each of them and on a recent addition to the staff, Mrs. Sally Ehrle (pronounced Earle), who will take part next year, are attached as Attachment 1.

5. Brookings has requested a continuation of the program in 1977-78, and we have forwarded to the DCI a proposed letter of agreement. (Copies attached as Attachment 2.) No basic change of pattern is in view. CIA continues to be last on the program before the participants return to their homes. The schedule calls for 11 conferences, as there were last year, instead of the previous 10.

6. Questions that the conference should presumably address are:

a. How can we best serve the purposes of the Brookings program (See the Foreword in Attachment 2 and the description on page 7 of the visit to CIA: "Intelligence and National Security--The role of intelligence in foreign policy and national security.")?

b. How can we best serve CIA's purposes--to increase understanding and appreciation for the work of the Intelligence Community and CIA in particular?

Each question should go to substance as well as format. Part of the latter objective has to do with establishing confidence in a time of turmoil, and the kinds of people used in the briefing program as well as our willingness to share as much information as possible--at least enough to indicate that we have well-founded points of view--should be important. Looking at the program from Brookings' standpoint, we should ask whether or not our present format adequately illuminates the relationship between foreign policy and intelligence. Copies of the charts now used by the host-briefers are Attachment 3.

7. Advance indications are that we will probably hear something from Brookings about the use to which panelists are put. Although there has been recent improvement, not all host-briefers in the past have allowed adequate panelist participation. Sometimes the problem has been that the panelists' expertise is not announced in advance or is not related to the interests of the visitors. The panelists have not always been chosen for their skills at communication. Within the present system of rotating among office directors, improvement can be accomplished by making more sure that the Brookings Conference Directors are briefed in advance on the expertise of the panelists and useful areas for dialogue. Another improvement would be better advice from Brookings as to the specific interests of the visitors. This will be harder to accomplish since the program lasts only one-week, is very full, and the Conference Director has little spare time to get in touch with us. A better guideline might be topicality. It would be possible to bolster the panelists by experts in the conference room on areas of topical interest.

8. A more difficult problem we may hear about is the feeling on the part of some of the Brookings people that we seem to be "holding back" more now than we used to. Probably the only answer to that is for us to look for discussable areas and to take the initiative in bringing them forward in the form of examples. Any material we have put into the public arena would serve the purpose (e.g. the paper on energy).

9. It would be helpful to us in CIA to hear from Brookings on the reactions of the business executives to the whole of their experience in Washington--the highs and the lows. This will help us compare our program to others' and adapt to the Conference participants' total expectations and reactions.

10. An incidental point that might be raised is this: What is the outer limit of funding for the luncheon? Ideally, we should have two CIA persons for every four visitors. We have not always done that, for fear of exceeding past luncheon costs. The Executive Dining Room price has just gone up from \$3.85 per person to \$4.55. Do we have to be concerned about 3-4 extra CIA personnel?

STATINTL

HELD - HELLER

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HELD, PROF. RICHARD (MARX), b. New York, N.Y., Oct. 10, 22; m. 51; c. 3. PSYCHOLOGY. B.A. Columbia, 43, B.S. 44; M.A. Swarthmore Col., 48; fel. Harvard, 50-51, Ph.D. (psychol.), 52. Nat. Insts. Health res. fel. Inst. pub. health, Harvard, 52-53; instr. psychol. Brandeis, 53-55, asst. prof. 55-58, assoc. prof. 58-61, prof. & chmn. dept. 61-62; PROF. EXP. PSYCHOL. MASS. INST. TECH, 63- Mem. Inst. Adv. Study, 55-58; res. grants, Nat. Sci. Found., 56-, Nat. Inst. Ment. Health, 60- Co-ed. Psychologische Forschung, 67- Mem. study sect. exp. psychol. Nat. Insts. Health, 64-, chmn. 66-; mem. Armed Forces cmt. vision, Nat. Res. Coun., 65- U.S.N.R., 44-46, Lt. (jg). Fel. AAAS; fel. Am. Acad. Arts & Sci.; fel. Psychol. Asn.; fel. Acad. Optom.; Int. Brain Res. Orgn. Spatial perception and orientation; comparative and physiological psychology; history of psychology and science. Address: Dept. of Psychology, E10-014, Massachusetts Institute of Technology, Cambridge, Mass. 02139.

HELD, DR. WALTER G (GEORGE), b. Willow Grove, Pa., Oct. 11, 20; m. 43; c. 3. PUBLIC ADMINISTRATION. A.B. Bucknell, 43; Harvard, 46; fel. American Univ., 48-50, M.A. 49, Ph.D. (pub. admin.), 51. Asst. prof. pub. admin., American Univ., 50-52; govt. acct. ord. comptroller's off., U.S. Dept. Army, 52-54, spec. asst. to chief staff, Aberdeen Proving Ground, Md., 54-55, dep. comptroller, 55-56; secy. govt. expenditures cmt., U.S. Chamber Commerce, 56-58, dir. govt. ops. & expenditures cmt., U.S. Chamber Commerce, 56-58, dir. govt. ops. & expenditures prog., 59-60; SR. STAFF MEM., ADV. STUDY PROG., BROOKINGS INST., 60- Lectr. & prof. lectr., American Univ., 52-53; lectr., George Washington, 53-54, prof. lectr., 56-; vis. prof. govt. & econ. Col. William & Mary, 68. Mgt. consult., Budget Off., D.C., 51-52. U.S.N.R., 43-46, Lt. (jg). Soc. Personnel Admin.; Ord. Asn.; Polit. Sci. Asn.; Soc. Pub. Admin. Publ. Performance budgeting in municipalities, Govt. Res. Asn. Reporter; Systemic improvement in the federal budgetary process, Armed Forces Comptroller; Executive skills: the repertoire needs enlarging, Columbia J. World Bus., 3-4/67. Address: 2042 Rockingham St., McLean, Va. 22101.

HELFANT, DR. KENNETH, b. New York, N.Y., Jan. 9, 22; m. 56; c. 3. PSYCHOLOGY. B.S. Mass. Inst. Tech., 47; M.A. Columbia, 48, Ph.D. (child & soc. psychol.), 51. Instr. psychol. found. teachers col. Columbia, 51-52; sch. psychologist & ment. hyg. consult. pub. schs., N.Y., 52-54; sch. psychologist, Manhasset Jr. & Sr. High Schs., 54-57; CLIN. PSYCHOLOGIST & PSYCHOANALYST, 57- U.S.A., 43-46. AAAS; Psychol. Asn.; Group Psychother. Asn. Preventive mental health; psychological analysis of the causes and prevention of war. Publ. Parents attitudes vs. adolescent hostility in determination of adolescent sociopolitical attitudes, Psychol. Monogr.; Teaching of psychology in high schools, Sch. Rev.; co-auth. Education for self understanding. Address: 50 S. Middle Neck Rd., Great Neck, N.Y. 11021.

HELFGOTT, DR. MYRON J., b. New York, N.Y., May 3, 26. SOCIAL PSYCHOLOGY. B.A., Brooklyn Col., 48; M.A., N.Y. Univ., 49; Ph.D. (soc. psychol.), Michigan, 54. Researcher, Young & Rubicam, Inc., 54-55; RES. DIR., Ogilvy Benson & Mather, Inc., 55-57; PACKAGE RES. INST., 57- Pres. Heligott & Partners, Inc., 55- U.S.A., 44-46. Psychol. Asn.; Sociol. Asn.; Mkt. Asn.; Asn. Pub. Opinion Res. Personality theory; social organization; research methods. Address: 8 Gramercy Park S., New York, N.Y. 10003.

HELFGOTT, DR. ROY B., b. New York, N.Y., Oct. 27, 25; m. 48; c. 1. ECONOMICS, INDUSTRIAL RELATIONS. B.S.S. City Col. New York, 48; M.A., Columbia, 49; Fulbright fel. U.K., 55-56; Ph.D. (econ.), New Sch. Soc. Res., 57. Res. dir. econ. N.Y. Cloak Joint Bd. Int. Ladies Garment Workers Union, 49-57; economist, N.Y. Metrop. Region Study, 57-58; asst. prof. econ. Pa. State, 58-60; economist, Pittsburgh Regional Planning Assn., 60-61; staff mem. Indust. Rels. Counsrs., 60-67, dir. econ. res., 67-68; PROF. INDUST. RELS. & CHMN. DEPT., NEWARK COL. ENG., 68- Lectr., City Col. New York, 48-57, 61-67, adj. assoc. prof., 67-68; fel. Inter-Univ. Inst. Soc. Geront., 59. Indust. rels. analyst, Wage Stabilization Bd., 52; indust. develop. officer, UN Indust. Develop. Orgn., 66-67, head mission investigate indust. possibilities in Lower Mekong Basin, summer 67. Mem. U.S. del. conf. human rels. indust., European Prod. Agency, Italy, 56. U.S.A., 44-46. Econ. Asn.; Indust. Rels. Res. Asn. Industrial relations; labor economics; regional economics; economics of industry; manpower planning; economic development; technological change. Publ. Co-auth. Made in New York: case studies in metropolitan manufacturing; co-auth. Management, Automation and people, Indust. Rels. Counsrs. Inc., 64; auth. chap. In Discrimination and low incomes. Address: 305 E. 24th St., New York, N.Y. 10010.

HELFINSTINE, PROF. REX D., b. Nebr., Aug. 15, 10; m. 49; c. 1. AGRICULTURAL ECONOMICS. B.S. Iowa State Col., 32, M.S., 47; Ph.D. California, 58. Economist farm mgt, agr. serv. U.S. Dept. Agr., 50-60; PROF. ECON. & EXTEN. ECONOMIST, S.DAK. STATE, 60-, ASSOC. DEAN GRAD. SCH., 67- Agr. Econ. Asn. Farm economics. Publ. Irrigated and dryland farming can work together on the Cannonball River; Economic comparison of irrigated and dryland farming in Central South Dakota, S.Dak. Agr. Exp. Sta. Bull., 7/64; Oahe area water resources development: community and commercial development; S.Dak. Agr. Ext. Serv., 7/64. Address: Graduate School, South Dakota State University, Brookings, S.Dak. 57008.

HELFRICH, DR. MARGARET L (LOUISE), b. Pittsburgh, Pa., Dec. 30, 29. INDUSTRIAL SOCIOLOGY. B.A. Duquesne, 51; M.A., Pittsburgh, 54, Ph.D. (sociol.), 60. Asst. Pittsburgh, 55-59; instr. SOCIOL. OHIO STATE, 59-60, asst. prof., 60-66, ASSOC. PROF., 66- Indust. consult. Sociol. Asn.; Acad. Polit. & Soc. Sci.; Statist. Asn. Occupations and professions; complex organizations; social stratification. Publ. The social role of the executive's wife, Res. Monogr. 123, Bur. Bus. Res., Ohio State Univ., 66; Student and faculty perceptions in a professional school, Sociol. & Soc. Res., 10/64; Economic role and community involvement of business executives, Sociol. Quart., winter 68. Address: Dept. of Sociology, Ohio State University, Columbus, Ohio 43210.

HELGUERA, DR. J. LEON, Latin Am. Hist., see 5th ed, Dir. Am. Scholars, Vol. I, Hist.

HELLER, PROF. GEORGE R (EDWARD), b. New York, N.Y., Oct. 10, 22; m. 51; c. 3. PSYCHOLOGY. B.A., Columbia, 43, B.S. 44; M.A. Swarthmore Col., 48; fel. Harvard, 50-51, Ph.D. (psychol.), 52. Nat. Insts. Health res. fel. Inst. pub. health, Harvard, 52-53; instr. psychol. Brandeis, 53-55, asst. prof. 55-58, assoc. prof. 58-61, prof. & chmn. dept. 61-62; PROF. EXP. PSYCHOL. MASS. INST. TECH, 63- Mem. Inst. Adv. Study, 55-58; res. grants, Nat. Sci. Found., 56-, Nat. Inst. Ment. Health, 60- Co-ed. Psychologische Forschung, 67- Mem. study sect. exp. psychol. Nat. Insts. Health, 64-, chmn. 66-; mem. Armed Forces cmt. vision, Nat. Res. Coun., 65- U.S.N.R., 44-46, Lt. (jg). Fel. AAAS; fel. Am. Acad. Arts & Sci.; fel. Psychol. Asn.; fel. Acad. Optom.; Int. Brain Res. Orgn. Spatial perception and orientation; comparative and physiological psychology; history of psychology and science. Address: Dept. of Psychology, E10-014, Massachusetts Institute of Technology, Cambridge, Mass. 02139.

52, Ph.D. (econ.), 54. Instr. econ. Wayne State, 47-51; lumbia, 52-55, asst. prof. ECON. Detroit, 54-55; asst. 55-63, PROF. 63- Ford Found. fel. 59-61. Econ. Asn.; Soc. Economet. Appraisers (pres., 67-69); Financial economics and arbitration; public control of industry; economic consulting. Address: 920 Evans St., Missoula, Mont. 59701.

HELLEBRANDT, PROF. E (DWIN) T (THEODORE), b. Ch. ECONOMICS. B.S., Chicago, 26; M.S. Wisconsin, 27, Instr. North Dakota, 28-29; asst. prof. econ. OHIO, 28-47, prof. & chmn. dept. 47-52, PROF. MGT. & ECON. mgt, 52-66. Vis. prof. Mgt. Develop. Inst. Swiss, 52-42-46, Lt. Col. Econ. Asn.; Indust. Mgt. Soc.; Soc. Sci. Industrial relations; management and organizational science in management. Publ. Co-auth. General simulation, Follett, 65. Address: 4 Cable Lane, Ohio 45701.

HELLEINER, DR. G (ERALD) K (ARL), b. St. Polten, Austria, 58; c. 2. ECONOMICS. B.A., Toronto, 58; Woodrow Yale, 58-60, M.A., 60, Ford Found. fel. 60-61, Ph.D. (econ.), center econ. growth, Yale, 61-65; ASSOC. PROF. Res. fel. Nigerian Inst. Soc. & Econ. Res., 62-63; dir. Col. Dar es Salaam, 66-68. Mem. Can. African Studies Asn.; African Studies Asn.; Can. Econ. Asn. Connection and United States capital markets; international development; African economic development. Publ. Peasant and economic growth in Nigeria, Irwin, 68; ed. P. cultural sector in East Africa, E. African Pub. House. Political Economy, University of Toronto, 100 St. George, Can.

HELLEINER, PROF. KARL FERDINAND M (ARIA), b. V. 19, 02; nat. Can.; m. 29; c. 3. ECONOMIC HISTORY. 25. Res. fel. Monumenta Germaniae Historica, 25-27; 27-38; lectr. POLIT. ECON. TORONTO, 42-48; asst. prof. 53-59, PROF. 59- Econ. Hist. Asn.; fel. Royal Soc. Sci. Asn. (v. pres., 61); Int. Union Sci. Study of Pop. Med. medieval and early modern population history. Publ. Clarendon, 65; co-auth. The Cambridge economic history Cambridge Univ. 67. Address: Dept. of Political Econ. Toronto, Toronto 5, Ont., Can.

HELLER, DR. CELIA STOPNICKA, b. Stryj, Poland; U.S. OGY. M.A., Columbia, 52, Nat. Inst. Ment. Health fel., 64. Dir. George Washington Sch. Columbia, 54-55; lec. dir. res. proj. Mexican American juvenile delinquency Planning Coun., 57-58; vis. lectr. SOCIOL. Vassar Col., PROF. HUNTER COL., 64- Sociol. Asn. Stratification Mexican American community in the United States; so. genocide. Publ. Mexican American youth—forgotten roads, Random, 66; Structured social inequality, Macn Polish Jew saw his world, Commentary, 7/54. Address: Hunter College, 695 Park Ave., New York, N.Y. 10021.

HELLER, DR. CHARLES F., b. Kansas City, Mo., Nov. 1, GEOGRAPHY. B.A., Kansas, 52, M.A., 57; univ. fel. BI Acad. Sci. grant, 60, Ph.D. (geog.), 62. From instr. to Western Michigan, 61-64; vis. lectr. New England, Au PROF. WESTERN MICHIGAN, 66- U.S.A.F., 53-55, 18 Am. Geog. Soc. Agricultural geography; human geogr. Pacific. Publ. The role of wheat in middle-latitude des. from Canterbury and Michigan, Australian Geog. Stud. Dept. of Geography, Western Michigan University, Kalamazoo, Mich. 49008.

HELLER, DEAN FRANCIS H (OWARD), b. Vienna, Austria, 48. POLITICAL SCIENCE. LL.B., Virginia, 41, fel. 40-42, Ph.D. 48. Asst. to dir. inst. pub. affairs, Virginia, 39, William & Mary, 47; POLIT. SCI., KANSAS, 48-51, asst. PROF. 56-, assoc. dean, col. lib. arts & sci., 57-66, D. 67-, res. assoc. govt. res. center, 53-57, dir. west. of 57, assoc. dean faculties, 66-67, acting provost, 67-68 Hist. Cmn., Va., 49; mem. bd. dirs. Harry S. Truman L. Prof. Inst. Adv. Studies Vienna, 65. U.S.A., 42-48, 51- AAAS; Polit. Sci. Asn. Constitutional law; comparative criminal procedure and civil liberties. Publ. Sixth A. tion to American constitutional law: The Presidency. Hall, University of Kansas, Lawrence, Kans. 66044.

HELLER, DR. SIDOR, Math, sec 11th ed, Phys. & Bio

HELLER, DR. JOSEPH R (ICHARD), b. Brooklyn, N.Y., N. CHOCLOGY. B.A., Rutgers, 59; Ph.D. (psychol.), Calif. ASST. PROF. PSYCHOL. SACRAMENTO STATE COL., div. Calif. Youth Authority, 64- AAAS; Psychol. Asn.; cation and identity; juvenile delinquency and deviant behavior; applications of computers; social problems. Address: Sacramento, Calif. 95821.

HELLER, PROF. KENNETH, b. New York, N.Y., May 7, CLINICAL PSYCHOLOGY. B.A., City Col. New York, Serv. fel. Iowa, 54-55, M.A., 55; U.S. Pub. Health Serv. Ph.D., 59. Clin. trainee PSYCHOL., Vet. Admin. Hosp. Pa. State, 57-58; asst. prof. North Dakota, 59-62; IND. PROF. 66- Instr. Pa. State, 56, 59. AAAS; Psychol. tion and behavioral changes in psychotherapy; personality overt personality measurement. Publ. Co-auth. C therapist expectancy as relationship maintaining variable. Address: Dept. of Psychology, College of Arts & Sciences, Bloomington, Ind. 47405.

PETER MALOF

Senior Staff Member and Coordinator of Business Programs,  
Advanced Study Program, The Brookings Institution

Born in Riga, Latvia. Northwestern University and Harvard  
University.

Junior Russian Research Fellow, Harvard University, 1952-53;  
Research Associate, Human Relations Areas Files, Inc.,  
Washington Branch, 1955-57; Editor, World Challenge; Associate  
Editor, Washington Report; and Staff Member, International  
Relations Department, Chamber of Commerce of the United  
States, 1958-62.

Joined the professional staff of Brookings Institution in 1963.  
A Senior Staff Member of the Advanced Study Program, he  
serves as Coordinator of Business Programs as well as  
Program Chairman of various conferences, seminars and  
round tables designed for business, government and profes-  
sional leaders.

Contributor to an interdisciplinary survey of world cultures.  
Publications include books on Iran, Poland, the Soviet Union,  
and the European Common Market.

BRADLEY H. PATTERSON, JR.

Mr. Patterson is a new Senior Staff Member of the Advanced Study Program of the Brookings Institution.

He has been a Federal Career Executive for 32 years, 14 of which have been on the White House Staff.

Born in Wellesley, Massachusetts, Mr. Patterson received his Bachelor's and Master's Degrees from the University of Chicago, taught school in Bloomfield Hills, Michigan and joined the Department of State in 1945.

After nine years of service in State, Mr. Patterson was appointed The Assistant Cabinet Secretary at the White House and served in that post from 1954-1961. He was then named Executive Secretary of the Peace Corps (1961-62), National Security Affairs Adviser to the Secretary of the Treasury (1962-66), Executive Director of the National Advisory Commission on Selective Service (1966-67), and Executive Director of the National Advisory Council on Economic Opportunity (1967-69). He was a member of the Class of 1966 at the National War College. In the Fall of 1969, Mr. Patterson joined the White House Staff as the Executive Assistant to Leonard Garment, being closely involved with civil rights and Indian affairs. In late 1974, he was appointed Assistant Director of the Presidential Personnel Office; later President Ford also designated him as his coordinator for policies and programs affecting American Indians.

In 1960, Mr. Patterson received the Arthur S. Flemming Award as one of the Ten Outstanding Young Men in Federal Service and in 1975 was given a Special Citation by the Civil Service Commission.

Mr. Patterson is the author of a Special Paper of the American Society for Public Administration entitled The President's Cabinet: Issues and Questions.

RICHARD B. SIMONS

Mr. Simons was born in Lima, Ohio. He received a B.A. (cum laude with honors in history) from Miami University (Ohio), and a Ph.D. in history from the University of Chicago. Phi Beta Kappa.

He was Assistant then Associate Professor of History, College of Charleston, 1949 to 1952, and engaged in independent research, Library of Congress, 1952 to 1953. He taught for the University of Maryland Overseas Program 1953 to 1954.

Mr. Simons served as Base Education Adviser, Fuerstenfeldbruck Air Base, 1954 to 1955, as Director of Off-Duty Education, Headquarters, U. S. Air Forces in Europe, 1955 to 1957, and as Deputy Director of Personnel Services, Headquarters, U. S. Air Forces in Europe, 1958 to 1961.

He returned to the United States as Program Director, Nolte Center for Continuation Study, University of Minnesota, 1961 to 1963, and was Assistant Dean for Academic Affairs, George Washington University, 1963 to 1967. He is now Senior Staff Member, Advanced Study Program, The Brookings Institution.

Mr. Simons is the author of several articles on economic and political thought.



BARBARA D. LITTELL

Mrs. Littell received her A.B. degree in political science from the College of William and Mary in Williamsburg, Virginia.

Mrs. Littell has been with the Brookings Institution since July 1957, when she joined the staff to help organize and develop a series of experimental educational programs for senior federal executives under a grant from the Ford Foundation. These conferences laid the foundations for the Advanced Study Program, which was established in 1959. During the period 1960-62, she helped develop a new series of programs designed to acquaint the business community with the operations and policy problems of the Federal government. In 1962, she left Brookings for a two-year period to help set up the National Institute of Public Affairs, a Ford Foundation sponsored organization which granted educational awards to high-potential civil servants. She returned to Brookings in 1966, and served as administrative coordinator of educational programs for the Advanced Study Program. In her current position as Staff Associate, Advanced Study Program, The Brookings Institution, she is a member of the senior professional staff and plans and conducts a variety of conferences and seminars for business executives, federal executives, and senior congressional staff.

Mrs. Littell lives in Chevy Chase, Maryland with her husband, a Washington attorney, and two children. She is active in Montgomery County politics.

WARREN I. CIKINS

Mr. Cikins received his B.A. from Harvard College and his M.P.A. from the Harvard JFK Graduate School of Public Administration. He also has a joint graduate degree in Public Administration from the Universities of Alabama, Tennessee, and Kentucky.

He has served on Capitol Hill as Legislative Assistant to Congressman Brooks Hays of Arkansas (1956-58), Legislative Assistant and Press Secretary to Senator Clair Engle (1959-60), and Staff Director of Senator Muskie's Inter-governmental Relations Subcommittee (1962-63).

Mr. Cikins also has served as White House Executive Assistant for liaison with State and local governments (full time 1961-62 and consultant 1963-66), as Senior Liaison Officer for the Department of State, and as Director of Congressional Relations for the Equal Employment Opportunity Commission (1966-69).

From 1970-75, Mr. Cikins was a consultant on land use planning, transportation planning, economy and efficiency in local government (for the D.C. Commission chaired by Congressman Ancher Nelsen of Minnesota) and on legislative affairs. Since 1975 he has been a Senior Staff Member of the Brookings Institution. He is also presently Fairfax County Supervisor from Mt. Vernon District.

Mr. Cikins has been Research Associate at the Bureau of Business Research of the University of Alabama (1953), Consultant to the U.S. Office of Education (1966-72), and part-time Professor of Government at George Washington University (1957-66) and at American University (1967-73). He has written several books and articles on land use planning, energy, economic planning, and metropolitan area development.

SALLY EHRLE

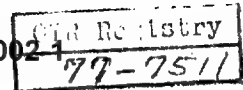
B.A. (with honors), Miami University  
M.A. in government, George Washington University  
Pursuing Ph.D. at University of California

Federal and state government experience in employment,  
benefits, welfare etc.

Most recent position--Acting Director of Research,  
Legislation, and Actuarial Services of the Federal-  
State Unemployment Insurance Program, (Department of  
Labor)

Former American Political Science Association Congressional  
Fellow

Listed in Who's Who of American Women



Mr. Peter Malof  
Senior Staff Member and Coordinator  
of Business Programs  
Advanced Study Program  
The Brookings Institution  
1775 Massachusetts Avenue, N.W.  
Washington, DC 20036

Dear Mr. Malof:

We accept with pleasure your invitation to continue participation in the annual program of business leadership education of the Advanced Study Program of The Brookings Institution as forwarded in your letter of 29 June 1977. We are happy to be able to contribute to the educational program and appreciate the opportunity afforded for direct communication with representatives of the business world.

The program outlined and the dates listed are satisfactory to us as is the format of informal luncheon sessions followed by an unclassified, but off-the-record, briefing by senior officers of the Agency.

Mrs. [REDACTED] Special Programs Officer of the Office of Training, will contact you regarding the details of the program.

Yours sincerely,

STANSFIELD TURNER

The Brookings Institution

Approved For Release 2001/11/20 : CIA-RDP80-00473A000800050002-1

1775 MASSACHUSETTS AVENUE N.W. / WASHINGTON D.C. 20036 / CABLES: BROOKINST / TELEPHONE: (202) 797-6000

*Advanced Study Program*

June 29, 1977

The Honorable Stansfield Turner  
Director  
Central Intelligence Agency  
Washington, D.C. 20505

Dear Admiral Turner:

It is my pleasure to invite CIA's continued representation in our annual program of business leadership education in the operations and problems of government.

As indicated on page seven of the enclosed Program Plan, we want to continue incorporating in our conference an informal and off-the-record luncheon discussion of the role of intelligence in our governmental system.

We would welcome the opportunity to continue working with Mrs. [REDACTED] Special Programs Officer in your Office of Training, whose assistance has been invaluable in helping us achieve our educational objectives. Dr. Richard Simons of our senior staff is prepared to serve as a point of contact for this purpose.

The conferences have proven unusually effective in (1) educating senior business executives in the realities of government, and (2) affording key federal agencies and officials an informal channel of communication with influential representatives from the business world.

I hope this effort will have your support.

Sincerely,

*dm*  
Peter Malof  
Acting Director

Enclosure

cc: Mrs. [REDACTED]

Dr. Richard Simons

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*called Betty re dates*  
*for Dr. Paul R.*

Advanced Study Program  
The Brookings Institution  
Washington, D.C. 20036

1977 - 1978 PROGRAM OF  
CONFERENCES FOR BUSINESS EXECUTIVES  
ON FEDERAL GOVERNMENT OPERATIONS

(1977)

September 18-23  
October 2-7  
November 13-18  
December 4-9

(1978)

January 29-February 3  
February 26-March 3  
March 12-17  
April 9-14  
April 30-May 5  
June 4-9  
June 25-30

PROGRAM PLAN

## FOREWORD

This Program Plan outlines the general structure and agenda of a series of Conferences for Business Executives on Federal Government Operations sponsored by the Brookings Institution's Advanced Study Program. These conferences continue an educational effort begun some seventeen years ago to meet a continuing need of senior corporate executives. That need, simply stated, is to reassess one's business leadership responsibilities against the broader social, economic, and political issues that confront American society.

Toward that end, the conferences serve as neutral forums for enhancing the ability of corporate executives to form balanced judgments on the operations, problems, and policy issues of the Federal Government. Each six-day program (limited to about thirty representatives of the nation's business leadership) consists of an intensive schedule of informal and off-the-record discussions with a cross-section of legislative and executive officials. The emphasis throughout is on frank and two-way communication; governmental representatives are invited to share views on the responsibilities, pressures, problems and issues that confront public leaders; corporate participants are encouraged to pursue questions, issues and problems which they find particularly instructive, significant, or disturbing.

Each educational program, in short, is designed to contribute to the broadening of leaders in positions of private responsibility, to improving communication between government and business, and to strengthening understanding of issues of paramount importance to business, government, and society. The educational plan for each conference is presented in the pages that follow.

PROGRAM PLAN\*

CONFERENCES FOR BUSINESS EXECUTIVES  
ON FEDERAL GOVERNMENT OPERATIONS

SUNDAY

1977	Sep 18	Oct 2	Nov 13	Dec 4			
1978	Jan 29	Feb 26	Mar 12	Apr 9	Apr 30	June 4	June 25

12:15 p.m.      RECEPTION  
Hotel

12:45 p.m.      LUNCHEON / WELCOME

THE FEDERAL DECISION-MAKING PROCESS

An analytical framework for examining the nature and characteristics of the federal decision-making process.

4:00 p.m.      PURPOSE AND WORK OF THE CONFERENCE

Orientation to the week's program

6:00 p.m.      RECEPTION

6:30 p.m.      DINNER

CONGRESSIONAL DYNAMICS

Congressional operations, structures, and the political environment of Members of Congress.

9:30 p.m.      Recess / Hospitality suite open for informal discussion till 11:00 p.m.

\*Topics and participating agencies subject to variation, depending on timeliness of issues and availability of resource leaders.



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## MONDAY

1977	Sep 19	Oct 3	Nov 14	Dec 5			
1978	Jan 30	Feb 27	Mar 13	Apr 10	May 1	June 5	June 26

7:45 a.m.  
Hotel

## BREAKFAST

## WORK OF A COMMITTEE STAFF

Organization, role, and functions of a Congressional committee staff.

9:30 a.m.  
GAO Building

## FUNCTIONS OF THE GENERAL ACCOUNTING OFFICE

Mission and activities of the GAO and the nature of its relations with Congressional committees, other Congressional organizations, and Executive agencies.

11:00 a.m.  
Capitol Hill

## THE CONGRESSIONAL BUDGET SYSTEM

A discussion of Congressional budget organization, procedures, and issues.

12:15 p.m.  
Capitol Hill

## LUNCHEON

## A SENATOR'S PERSPECTIVE ON NATIONAL ISSUES

A discussion of issues before the Congress, as viewed by a Republican Member of the Senate, with particular attention to issues of economic regulation.

2:30 p.m.  
Capitol Hill

## A LEGISLATIVE VIEW OF A CURRENT POLICY ISSUE

An analysis, from a Congressional viewpoint, of current issues and trends in a key policy area.

4:00 p.m.  
Capitol Hill

## LEADERSHIP IN CONGRESS

A discussion of the institutional arrangements and personal attributes of Congressional leadership.

6:30 p.m.  
Brookings

## RECEPTION

7:00 p.m.  
Brookings

## DINNER

## A LEGISLATIVE VIEW OF ECONOMIC POLICY

An analysis from a Congressional viewpoint, of major issues and trends in economic policy.

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9:30 p.m.

Recess / Hospitality suite closed.

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## TUESDAY

1977	Sep 20	Oct 4	Nov 15	Dec 6			
1978	Jan 31	Feb 28	Mar 14	Apr 11	May 2	June 6	June 27

7:45 a.m.  
Hotel

## BREAKFAST

## THE JOB OF A CONGRESSMAN

A discussion of the functions, motivations, rewards and frustrations of a Member of Congress.

9:45 a.m.  
Capitol Hill

## INDIVIDUAL VISITS TO COMMITTEE HEARINGS

12:15 p.m.  
Capitol Hill

## LUNCHEON

## A SENATOR'S PERSPECTIVE ON NATIONAL ISSUES

A discussion of issues before the Congress, as viewed by a Democratic Senator, with particular attention to issues of economic regulation.

2:30 p.m.  
Commission Building or Brookings

## FUNCTIONS OF A REGULATORY COMMISSION

Mission and activities of a selected regulatory commission and the nature of its relations with Congress, the Executive Branch, and the organizations regulated.

4:00 p.m.  
Supreme Court or Brookings

## ROLE OF THE SUPREME COURT IN NATIONAL POLICYMAKING

A perspective on the role and functions of the Supreme Court.

6:30 p.m.  
Brookings

## RECEPTION

7:00 p.m.  
Brookings

## DINNER

## ECONOMIC POLICY AS VIEWED FROM THE (TREASURY/CEA/or FEDERAL RESERVE BOARD)

Discussion of major issues and trends in economic policy.

9:30 p.m.

Recess / Hospitality suite open to 11:00 p.m.

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WEDNESDAY

1977	Sep 21	Oct 5	Nov 16	Dec 7			
1978	Feb 1	Mar 1	Mar 15	Apr 12	May 3	June 7	June 28

7:45 a.m.  
Hotel

BREAKFAST  
  
(Open Session)

9:30 a.m.  
New EOB

THE WHITE HOUSE STAFF

Discussion of staff functions and operations to support Presidential direction over the Administration's policies and programs.

10:45 a.m.  
New EOB

THE OFFICE OF MANAGEMENT AND BUDGET

Role and work of the Office of Management and Budget in assisting the President in the budgeting and management of federal activities.

12:15 p.m.  
Brookings

LUNCHEON

THE JOB OF THE FEDERAL EXECUTIVE

Discussion of federal personnel management and the interface between career and political executives.

2:30 p.m.  
Dept. of Commerce

THE DEPARTMENT OF COMMERCE AND BUSINESS

A perspective on selected policy issues and programs of the Department of Commerce.

4:00 p.m.  
Brookings

NATIONAL ENERGY PROBLEMS AND ISSUES

Perspective on selected issues in federal policies and programs for meeting the nation's energy needs.

5:30 p.m.

FREE EVENING

THURSDAY

1977	Sep 22	Oct 6	Nov 17	Dec 8			
1978	Feb 2	Mar 2	Mar 16	Apr 13	May 4	June 8	June 29

7:45 a.m.  
Hotel

BREAKFAST

ISSUES BEFORE THE DEPARTMENT OF LABOR

A perspective on selected policy issues and programs of the Department of Labor

9:30 a.m.  
DOT Building

ISSUES BEFORE THE DEPARTMENT OF TRANSPORTATION

A perspective on selected policy issues and programs of the Department of Transportation

10:45 a.m.  
HEW Building

SOCIAL POLICY AND THE DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE

A perspective on selected policy issues and programs of the Department of Health, Education, and Welfare.

12:15 p.m.  
Brookings

LUNCHEON

ENVIRONMENTAL PROTECTION PROBLEMS AND ISSUES

Issues, problems, and trends in federal policies and programs for improved environmental quality.

2:30 p.m.  
Dept. of State

AN EXECUTIVE VIEW OF FOREIGN POLICY

Discussion of selected foreign policy issues and trends as viewed from the Department of State.

4:00 p.m.  
Brookings

PROGRAM REVIEW

Exchange of impressions and views on the character of federal operations.

THURSDAY (Continued)

1977	Sep 22	Oct 6	Nov 17	Dec 8			
1978	Feb 2	Mar 2	Mar 16	Apr 13	May 4	June 8	June 29

6:30 p.m.  
Brookings

RECEPTION

7:00 p.m.  
Brookings

DINNER

GOVERNMENT AND THE PRESS

An analysis of the work of the press in reporting the Washington scene, and its role in the decision-making process.

9:30 p.m.

Recess / Hospitality suite open for informal discussion till 11:00 p.m.

FRIDAY

1977	Sep 23	Oct 7	Nov 18	Dec 9			
1978	Feb 3	Mar 3	Mar 17	Apr 14	May 5	June 9	June 30

7:45 a.m.  
Hotel

BREAKFAST

PROGRAM CRITIQUE

9:15 a.m.  
The Pentagon

MANAGING THE DEPARTMENT OF DEFENSE

Discussion of selected problems and issues related to the management of the Department of Defense.

10:30 a.m.  
The Pentagon

DEFENSE POLICY ISSUES

Discussion of selected problems and issues related to defense policies and programs.

12:00 noon  
CIA Building

LUNCHEON

INTELLIGENCE AND NATIONAL SECURITY

The role of intelligence in foreign policy and national security.

2:20 p.m.

ADJOURNMENT

Chartered bus returns to Hotel.  
Optional taxis to National or Dulles airports arranged by request.

Chart #1 Used in  
Briefings  
1976-77

## National Intelligence

### Policy

#### The President

- President's Foreign Intelligence Advisory Board
- Intelligence Oversight Board

#### National Security Council

- Policy Review Committee
- Special Coordination Committee

#### The Congress

- Armed Services
- Foreign Affairs
- Senate Select Committee on Intelligence

### Programs

#### National Foreign Intelligence Board

- CIA
- STATE
- TREASURY
- ERDA
- FBI
- DIA
- ARMY
- NAVY
- AIR FORCE
- NSA

#### National Intelligence Officers

#### Deputy for the Intelligence Community

- Intelligence Community Staff

### Resources

#### NSC Policy Review Committee

- DCI
- DOD
- NSC
- STATE

#### Office of Management and Budget

#### The Congress

- Appropriations Committees
- Senate Select Committee on Intelligence

Chart #2 Used in  
Briefings  
1976-77.

## **CIA Functions**

### **Intelligence**

#### **Collection**

- Overt
- Technical
- Clandestine
- Counter Intelligence

#### **Processing**

- Photographic
- Electronic
- Data Storage
- Analysis

#### **Production**

- Political
- Economic
- Military
- Scientific
- Biographic

### **Support**

#### **Management**

#### **Services**

#### **Communications**

### **Covert Action**

#### **Political**

#### **Paramilitary**



☐ UNCLASSIFIED

☐ INTERNAL  
USE ONLY

☐ CONFIDENTIAL

☐ SECRET

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# ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Training  
1026 C of C

EXTENSION

NO.

DATE

14 July 1977

STATOTHR

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Mr. Blake  
7D24 Hqs

14 JUL 1977

7

Mr. Blake,

Attached is the  
background material for  
tomorrow's meeting at  
Brookings.

STATINTL

Harry E. Fitzwater

JFB did not  
attend.

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